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13 July 1967

Dear Larry:

When I was out there I had [redacted] give me lists of your photo people and of their skills. From those, I have had constructed the enclosed chart to see if I could foresee any weaknesses or future problems. In a sense, and I apologize for such effrontery, I have put myself in the mental position of commanding the lab and of trying to decide what steps I should take personnel-wise.

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The following are my conclusions and again I apologize for butting in but I am very interested in seeing the 67th make a success of this.

1. Half your people will have left by April 1968 and most of these in February and March. This is going to put a very severe strain on the ability to carry on unless we take steps now to train and cross-train the people who will be there for longer periods (and, of course, to immediately train all newcomers.) Specifically we appear to be weak in the following areas:
2. Pre-Splice - Only one man fully trained. Fortunately, he is a long timer. But of the two partially trained, one is leaving in March. Suggest three more be trained to cover two shifts and possible absences.
3. O.H. Process - After March you will have only five men with any experience. You desperately need, even now, as many men trained as possible. I would concentrate on those staff sergeants who will be with you into 1969 unless they don't have the aptitude. But these alone are not enough.

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4. Dupe Process - You have a comfortable number trained or in training but again two-thirds of these leave by March. My solution would be as in 3 above.
5. G.M. Edit - In good shape provided one or more of the trainees can be considered fully qualified by the time Schubert leaves.
6. Dupe Edit - Not in bad shape now but half will be gone in March. Better beef up the list starting now. Without experience this function can be a very slow job if it is done right.
7. Dual Head Titling - You will be in horrible shape by March. Do something. Those airmen second class should be used if they have any aptitude at all.
8. Delaware Titling - You have only one qualified man and he leaves in October. You need four more men ASAP.
9.   - About four more men need to be trained as you will be losing Mann in March.
10. Clinton - Same story.
11. Quality Control - If your people are truly qualified you are in good shape now but will lose two (1/3) by March. This is a function your best senior people should thoroughly understand even if they don't work at it regularly.
12. Tacky Roll Cleaning - You will be in very bad shape by March with only one man left. Again those second class airmen could handle if they are alert, careful and not given to day-dreaming (a lot can go wrong in a very few seconds).
13. Niagaras - Most of your qualified men are leaving soon. We need more strength here.
14. Chemical Mix - Comfortable now but you lose over half by March. Need a few more to back stop by then.

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15. 10-20-40 Enlarger - In good shape. In fact, while you will lose half the people by March I doubt if you have to replace all of them.
16. Production Control and Lab Supervision - Appears to be OK into January 1969 if the people are truly qualified.

Now all of the above is probably just wishful thinking unless you can get advance replacements by October-November for some of that slug that leaves in March. While you appear to be in good shape for Techs and Staffs, all but one of your first class airmen will be gone by March. You sure need some bright, energetic, enthusiastic, intelligent Indians in the immediate future.

Now as to some method of attack. We do have men who are cross-trained in every major phase - wet, dry, maintenance and Q.C. but generally speaking those are the four general areas. Logical combinations of cross-training therefore appears to be:

1. Pre-splice  
C. Negative processing  
Dupe processing
2. C. Negative edit  
Dupe edit
3. C. Negative edit  
Printing  
Dilarging  
Tacky Roll Cleaning
4. Titling  
Lacquering  
Dupe edit
5. Chem mix              This is logical but not often practical.  
                          A good C.C. man won't be happy at Chem  
                          mix and a happy Chem mix man may not have  
                          the aptitude for Q.C.

Most of the above groups are based on the fact that the jobs do not occur at the same time or at least peak activity is displaced.

I find I have no record of your maintenance men and can't comment on them but I understand that at present you are in good shape.

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Again I hope that you will not take offense and that  
these thoughts will be of some value.

EIG:cap

E. L. G.

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